

THE STATUS AND NATURE OF E-GOVERNANCE IN NIGERIA

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Abstract

The world has become a global village where every nation including Nigeria is striving to attain a high level of electronic governance, which revolves around the use of information and communication technology to deliver government services. Nigeria has the fastest growing information and communication technology market in Africa, yet in spite of this, the country is still ranked low in the provision of e-government services to its citizens. Data were analysed qualitatively through content analysis. The paper argues that the emerging growth of ICT in Nigeria has not effectively influenced the development of its e-governance status due to numerous challenges such as the unwillingness on the part of the government to ensure a two way communication pattern in the governing process. One of the suggestions proffered by the paper is that Nigeria and other Sub-Saharan countries should endeavour to keep abreast of new innovations which would aid in the speedy growth of e-governance in the region.

Keywords: Electronic-governance, Communication Technology, Information Technology.

INTRODUCTION

E-Governance is a two way communication process which deals with the use of information and communication technology to deliver government services and ensuring the availability of such services to citizens. The application of e-governance has become an important mechanism in enhancing citizen's participation, monitoring and evaluating government projects, ensuring government accountability and transparency as well as transferring information from one sector to another (Palvia and Sharma, 2007).

Sunday (2014) stated that e-governance has become a necessary political mechanism in evaluating government performances in many developed parts of the world. In fact, the use of information and communication technology in government businesses through promoting government's role in delivering services, public administration and promoting active participatory democracy has been gaining an impelling force in the global community (Heeks, 2002). In other words, governments throughout the globe are striving to identify ways to deliver public services more effectively through strategic objective of supporting and simplifying the governing processes for government, citizens, and businesses.

According to UNESCO (2005) e-governance deals with the adoption of new leadership style, new methods of making decisions on policies and investment, new ways of making education

available to citizens, new ways of listening and attending to citizens as well as new ways of organizing and delivering information and services. Thus, assessing e-governance status and nature in any part of the world, requires analysing several parameters and factors. According to Palvia and Sharma (2007), few indices have been deployed by the international community to assess the status of e- governance in nation states, one of such indices is prescribed United Nations Department of Economics and Social Affairs. The assessment is based on the progress which United Nation's member countries have made in providing and ensuring the availability of e-government services. Thus, this paper intends to carefully examine the prescribed indices so as to ascertain the current status of e-governance in Nigeria.

E-GOVERNANCE: AN OVERVIEW

E-governance encompasses a broad vision of the utilization of Information and communication technology in government businesses with the primary aim of encouraging greater participation in the state, as well as enhancing the relationship between the government and citizens. According to the United Nations e-government report (2008), e-governance is of recent origin which emerged at the beginning of the 21st century. In the early days of its development, e-governance was part of e-commerce in the public sector, which followed the evolutionary e-business evolving model where the focal point of e-services was easy representation of graphic-user interface with no mutual or reciprocal action. Mario et al (2009) observed that the acknowledgement which e-governance gained, prompted scholars to turn its focus to a skilful and effective assessment of the roles which such services could aid in enhancing the provision of government services.

Various scholars have provided different definitions of e-governance. According to Sunday (2014), e-governance deals with the use of information and communication technology by the various government agencies to enhance accountability, create awareness, and ensure transparency in the management of government businesses. It is a political strategy through which the activities of the government are made public through the adoption of modern communication. Backus (2001) also views electronic-governance as the process of delivering government services and information to the public through devices which operates on electronics principles. Sunday (2014) asserted that electronic governance is a broad concept which analysis and accesses the effects of technologies on the administration of governments, and the inter-relations which exists between the public servants and the larger society. E-governance as a concept usually aims at achieving certain objectives such as enhancing government operations particularly in the public sector, improving the delivery of

public services and encouraging effective participation of citizens in the decision making processes of the nation.

According to Danfulani (2013), the scope of e-governance revolves around e-registration, e-participation, e-taxation, e-mobilization, e-education, e-service delivery, e-feedback, e-policing, e-debate, and the analysis of public financial statements. Thus, e-government is a network of organizations such as the government, non-profit organizations, and private institutions who work together to achieve a common goal. Adeyemo (2013) observed that the primary aim of ensuring the application of e-governance in the affairs of the state is to promote good governance which is characterized by equality, partaking in the democratic process, transparency, and accountability in the various sector of the nations' economy. E-governance evolved on the basis of the revolution in information and communication technology which finds expression in digital technologies such as; personal computers, internet, mobile phones, and different electronic applications. The emergence of these devices gradually enabled the easy transfer of information and services between the government and other areas of the society (Danfulani, 2013).

Willie (2011) asserted that information and communication technology has been described as the tools for changing the society electronically. The global community views electronic-governance as a more acceptable and reliable means of operating government businesses through the utilization of information and communication technology in improving transparency, ensuring the provision of adequate information to citizens, improving efficiency in administrative processes and ensuring availability of public services (Radriankrishnam, 2006). In the view of Branen (2001), the primary focus of e-governance is to ensure that the citizens have a stress-free access to government services. Thus, the cumbersome process of following bureaucratic processes is avoided at all cost. In the same vain, Bannister and Walsh (2002) are of the view that e-governance is a concept that involves the deployment of information and communication technology by various government agencies and civil society in promoting the frequent participation of citizens in the governing and administrative process of political institutions. In other words, the primary focus of e-governance is on the administrative and managerial process of an organization. Palvia and Sharma (2007) corroborates this view by asserting that the basic focus of e-governance is the internal utilization of information and internet technologies in the management of certain resources such as capital, human, material, and machines, which are deployed to aid administrative processes in an organization.

Sheridan and Riley (2006) maintain that electronic-governance analyses the whole component of the inter-relationship and networks which exists between the government and other institutions present in the state with regards to the use and application of information and communication technology. As such, e-governance is an approach which studies the processes involved in the administrative relations existing in an organization. Backus (2001) observed that three main groups can be distinguished in e-governance concepts. These groups are; government, citizens, and business/interest groups. These groups constitutes the three major relationship models in e-governance which are; Government to Government (G2G), Government to Citizens (G2C), and Government to Business (G2B).

According to Palvia and Sharma (2007), the primary focus of government to government (G2G) model is to analyse concretely the pattern of relationship which exist between government organizations and agencies. This model ensures that there is a high level of co-operation among governments, while also emphasizing on the need of being efficient in providing adequate internet services for government transactions. Moon (2002) is of the view that there are basically four aspects of government to government model of e-governance. These includes:

- Establishing a safe and institutionalized interaction between government agencies
- Delivering government services through an interconnected network
- Adopting e-commerce in government transactions to ensure efficiency at all levels
- Ensuring an electronic transfer of information among democratic governments

Bakry (2004) observed that deploying e-governance in inter-governmental relationships produces new innovations in the governing and administrative process of a nation. He is however of the view that the level of success of government to government model of e-governance depends greatly on the type of government in operation and the size of the city. The strategic objective of employing e-governance in government to government model is to simplify and support the process of governance for the government, citizens and businesses. It is also expected to make government activities more transparent, speedy and accountable.

According to Palvia and Sharma (2007), Government to Citizens (G2C) revolves around the roles which governments can play in providing the citizens with the opportunity to obtain information and services online. In Government to Citizens (G2C) model, citizens of a nation are given the opportunity to inquire about issues relating to government institutions, keep records of income taxes, pay tickets, renew driver's license etc. In addition, the government can also aid in giving out information on web, provide downloadable forms online, assist citizens in finding employment and providing information about health and safety issues.

Miller and Walling (2013) further added that, the goal of Government to Citizen (G2C) model is to provide various ICT services to citizens in a skilful and economic way. The technology employed in government to citizen model is also expected to make the relationship between the government and citizens to grow stronger. Sunday (2014) has however observed that there is an unequal status of government to citizen model of e-governance in the global society, as not all citizens are computer literates or have access to internet services.

Government to Business (G2B) model of e-governance revolves around a two way interaction and transaction between government and businesses (Palvia & Sharma, 2007). Sunday (2014) observed that government to business model is an online interaction between the various levels of government with the commercial business sector. These relationship and interactions are not connected with commercial enterprise but has the sole objectives of giving out business information and advices on electronic-business operations. The specific purpose of government to business model of e-governance is to create an easy and conducive environment for business transactions, ensure the provision of vital information that will aid the growth of businesses and enable an internet-based communication by electronic-business (Sunday, 2014). Therefore, by employing online transactions in every sphere of the society, government processes becomes more streamlined, efficient and less dependent on human interactions. Thus, interconnecting various ministries, governments, departments, businesses, and citizens electronically, will mean that the process of governance will be enhanced in the society.

PARAMETERS FOR MEASURING THE STATUS AND NATURE OF E-GOVERNANCE

Information and Communication Technology and its application in recent times has offered many opportunities for economic and human development within various nations in the global community. The Reports of Economic Commission for Africa (2012) observed that within the framework of World Summit on the Information Society (WSIS), national governments, together with the stake holders at the national, regional, and international levels are engaged in conceptualizing and deploying ICT in governance so as to support development. It is on this note that scholars have agreed that a global comparative e-government indicators can assist individuals to understand the status and nature of e-governance in nation-states. Since the establishment of the United Nations e-government survey, the programme has taken up a comprehensive method of analysing e-governance

status based on the extent which online service delivery are made available in a nation, the level of telecommunication infrastructure and the state of human capital index of a nation (Backus, 2001).

According to Palvia and Sharma (2007), the online service delivery index can be analysed using a five stage framework of e-government development. They are; the emerging stage, the enhanced stage, the interactive stage, the transactional stage, and the internet stage. Palvia and Sharma (2007) further elaborate these stages. According to them, emerging stage is a stage where the presence of basic government information is small in scope and pertains to only specific issues. In this stage, the e-governance online presence consists of an official website which links to ministries, departments, parastatals, and regional/local governments. Some important documents such as the constitution and certain policy statements are also uploaded online in this stage. Under the enhanced presence stage, the government ensures that certain selected public policy documents such as an e-government policy statements, specific education and health policy statements, as well as government sources of current and anchored information are made available to the citizens. The interactive stage ensures that government's internet services are capable of influencing and acting on each other, while providing services that will be suitable for each citizen. Such downloadable documents as forms for payment of taxes, licence renewal, and bills payment are found in this site. The site is expected to be updated regularly so as to ensure the presence of more recent information and statistics.

The transaction stage allows a dual interaction between government and citizens. This stage creates avenue for the citizens to pay for important government services online, while those who are responsible for providing goods and services are given the opportunity to bid their goods online through links that are adequately secured. The final stage of online service delivery is the stage of network presence which represents the most sophisticated level in e-governance. Under this stage, the government and its agencies provide citizens, businesses and other civil organizations the opportunity to participate, deliberate and make important decisions, and at the same time, the government is ready to involve every sector of the society in a dual discussion with the aim of promoting unity amongst members of the society. Through the process of interactions, the government persistently request for citizens' view on certain governmental procedures such as policy making process, law making process, democratic process and finally in the decision making process of government.

Palvia and Sharma (2007), also pointed out that assessing the level of a nation's telecommunication structure is identifying the capability of a nation to possess the six

primary measures of a country's ICT infrastructural components. These components includes; personal computers, internet users, telephone lines, online population, mobile phones and televisions. Palvia and Sharma (2007), finally explained that the information used to analyse the human capital index of a country relies on the data provided by United Nations Development Programme (UNDP). The index is based on the level of adult illiteracy rate and the gross enrolment ratio of primary, secondary, and tertiary institutions with two third weight given to literacy rate of adults and one third accorded to gross enrolment ratio. According to the United Nations global e-government readiness report (2005), the assessment of the status of e-governance in member countries of the United Nations have been taking various dimensions. The 2001 study was on the basis that the level of a nation's state of e-government readiness is a product of country's economic, technological, and human resource development. To assess this status, a synthetic indicator called the e-government index was adopted. A second survey took place in 2003 and it adopted a new platform tagged e-government readiness index. The 2005 e-government survey was a concrete analysis of the capacity and willingness of countries to employ e-government in development through ICT. Thus, focus was now being placed on web measure index which is the level of internet service provisions, telecommunication infrastructure index, and the human capital index.

The current 2014 e-governance survey shows that the methods employed in assessing e-governance status has remained the same in other survey periods, however certain components have been updated to reflect new e-government strategies. The United Nations e-government survey is only report in the global community that assesses and analysis concretely the status of electronic-governance among 193 member states of the United Nations (UN).

United Nations e-government survey (2014) pointed out that the income level of a nation to a large extent aids in promoting the implementation of e-governance services and initiatives. Thus the income level is an analysis of economic capacity and progress, access to ICT infrastructure, and provision of electronic-education. The report however presents the fact that the financial status of a nation does not actually make certain the establishment of e-governance in any society. There are some countries in the world that have, to a large extent improved their level e-government status despite relatively low financial base, just as there are countries which are backward in e-governance despite their relatively high income level.

United Nations e-government report (2014) also pointed out that joint service delivery is now spreading throughout the global community, creating an avenue for government agencies, citizens, civil society and the private sector to partner together in creating new technologies

that will foster the growth of e-governance. This shift towards e-governance is experienced in both developed and developing countries like Nigeria, as both strive to reach the prescribed e-government development index of the United Nations. The highlights of the United Nations e-government 2014 reports shows that Nigeria is among the 74 countries ranked as those with middle e-government development index. The report further revealed that those middle ranked countries, which Nigeria is inclusive, specifically deliver e-government services through mobile devices. The middle ranked countries are also characterized with low adult literacy rates and little education which in turn poses a challenge to e-governance advancement.

The United Nations e-government report (2014) stated that the progress in Africa is relatively slow and uneven. Nigeria is ranked as number 19th among the top 20 countries in Africa in the e-government development index ranking.

STATUS AND NATURE OF E-GOVERNANCE IN NIGERIA

Nigeria is regarded as the giant of Africa in the international system, this attributes is as a result of its enormous population, not necessarily because of its growth in information technology. Adeyemo (2013) is of the view that there have been contradictory views of Nigeria's level of development and economic potentials in the international community. This contradiction usually manifests itself in the low level of rankings it always receives from various surveys made by international organizations.

Nigeria, like every other nation in the global community is striving to achieve a standard where e-governance becomes the order of the day. It has set for itself the goal of developing its ICT structure to a level where ICT becomes an avenue for sending and receiving information from one sector of the society to the other. Thus, Aneke (2013) observed that Nigeria has employed various techniques to boost its ICT sector, thereby making Nigeria's telecommunication and ICT sector the fastest growing market in the African continent. He further opined that the country needs to introduce e-governance in all sphere of the society so as to ensure the efficiency of public services and the free flow of information from one sector to another. Between 2011 and 2013, Nigerian government had adopted various online procedures such as mobile apps and mobile portals to directly support poverty eradication, gender equality, social inclusion and the promotion of economic development, environmental protection and disaster management (Adeyemo, 2013). Olufemi (2012) has observed that many countries in the global community are striving to adopt a new governance strategy that can manage service delivery models in the society. Nigeria is not left out in this global

transformation. Thus, the government has improved its e-governance status by increasingly adopting various scientific techniques to boost the technical skills of ICT so as to know beforehand the wants and specific needs of citizens and to search for abnormalities during the purchase of public items in various sectors of the economy.

Adeyemo (2013) has observed that despite the various strategies which the global community has adopted in fostering the growth of ICT connectivity and projecting the importance of adopting e-governance for service delivery purposes, there remains a fundamentally different dispersion of e-government services in Nigeria. Despite various attempts to improve its e-governance status and nature, the international system still ranks the nation among those countries with low e-governance level. According to the United Nations E-Governance Survey Report (2014) Nigeria ranks 162 position out of 193 countries in terms of its e-governance status. The survey also revealed that Nigeria is among those countries with lower middle income and it had 0.2929 as its e-governance development index figure. Reasons for these low ranking by the international community can only be understood if the various parameters of assessing the status and nature of e-governance are analysed in the Nigerian context. These indices includes; online service delivery, telecommunication infrastructure and human capacity development.

The United Nations e-governance survey reveals that Nigeria basically delivers e-governance services and online services through mobile apps. Ndukwe (2012) observed that Nigeria's telecommunication and ICT sector has improved tremendously in its attempt to provide unlimited internet services to the citizens. Records from the Ministry of Communication Technology reveals that mobile subscriptions increased from 95million in 2011 to 134.5million as at September, 2014. Teledensity also increased from 68 percent in 2011 to 96 percent during the same period, while mobile internet subscriptions increased from 45million in 2011 to 73.8million as at September 2014. Internet penetration increased from about 26.5 percent in September, 2011 to about 52 percent in September, 2014. (News 24, 16th December, 2014).

According to Business Day report (October 15, 2014), Nigeria's mobile market has gradually emerged as the largest market in the African continent with a current statistics of having more than 125million subscribers with a penetrating rate of almost 75 percent. Records also reveals that the Nigerian market remains one of the average revenue per user rates in Africa. In a survey on household internet penetration, Nigeria ranked 87th position among 140 countries which were surveyed by the International Telecommunications Union (ITU). The survey also revealed that the country had 7.8 percent penetration and was among the 61 countries with

national broad band policy. Based on the global assessment of Nigeria's growth in online service delivery and telecommunication infrastructures, The UN e-governance survey (2014) placed Nigeria's online service delivery and telecommunication index at 0.3071 and 0.1905 respectively. In a bid to boost its ICT sector, Olufemi (2012) revealed that in 2006, a rural telephony project was set up by the federal government to pursue various policies which has eliminated the digital divide existing among citizens. The project also presented the view that the popularity which smartphones such as black berry, androids and tablets had gained also meant people could access the internet more easily without even owning a computer or any other internet equipment. Daily Business report (October 15, 2014) observed that despite the presence of broad band service providers such as Main one, CUOI, Sat3 and WACS cables, the exorbitant cost of internet access makes it quite difficult to find internet services in many Nigerian homes. Based on the Human Development Index Parameter of accessing the status and nature of e-governance in Nigeria, the United Nations 2014 e-governance survey revealed that Nigeria ranked number 152 out of 187 countries in Human development, thus placing the country among those with low human development. The report puts Nigeria's Human Development Index at 0.381 which is below the prescribed level of human development index. The UNDP report stated that the disparity between economic growth in a country, and the welfare indicator, can be analysed by lack of inclusiveness in the economy's growth trajectory. In line with the human development paradigm, the report took a people centred approach, paying particular attention to disparities between and within countries, by identifying the structural vulnerability. That is, the group of people who by the basis of their historical background become more susceptible to attack and as such receive an unequal treatment by the rest of the society. (UNDP Report, 2014).

According to the organizations coefficient on human inequality, the most unequal region in the world is Sub Saharan Africa. About 585million people, constituting about 72 percent of the population in Sub Saharan Africa are either living in multi-dimensional poverty with an imbrication privation in quality education, health system, and living standards or at a risk of falling into extreme poverty. The reports also revealed that there is no form of change in the living standards of the people since they are not given equal and fair opportunity to participate in the political processes of the state.

From the analysis of the characteristics of nations with low human development index, evidence revealed that Nigeria may have fallen among these groups of countries. Thus, the UNDP 2014 report ranked Nigeria as the number 9th nation among 42 countries in the list of low human development countries. (UNDP Reports, 2014).

The various reports and analysis of the three major parameters of assessing the status and nature of e governance, reveals that Nigeria's e-governance level is still at its rudimentary stage. Adeyemo (2013) is of the view that despite the low rankings accorded to Nigeria by the international community, government at various levels are still putting more effort to encourage the growth of e-governance. Thus, National Information Technology Development Agency (NITDA) was established by the Federal Executive Council (FEC) to recognize the role of the private sector in fostering the growth of information and communication technology sector. Adeyemo (2013) also pointed out that the Nigerian government observed the precedented changes in the global community, as such the national information technology policy was reviewed and an ICT development strategic action plan committee was setup with the sole purpose of building a new ICT plan which will promote the development of e-governance in the nation. The National Information Technology Development Agency (NITDA) in 2008 established a new plan which it tagged ICT for Development (ICT4D). The plan aimed at employing ICT in the governing process so as to achieve government's vision 2020 development plan. Thus ICT has been used in recent times to accomplish Nigeria's millennial development goals, NEPAD Development initiatives, and the Transformation Agenda.

United Nations e-government report (2014) has also suggested the main components which can enhance the growth of e-governance is for various governments to ensure that effective governance framework is established to adequately support and manage a citizen-centred service delivery model. The governments of various member nations should also establish an ICT policy and e-government strategy which will strengthen political institutions and motivate public servants to improve their attitude to work.

BENEFITS/CHALLENGES OF E-GOVERNANCE IN NIGERIA

The changing trend in the international system has prompted many developing countries to realize the need for e-governance in its administrative processes. According to Olufemi (2012), most developing nations have gradually realised the multifaceted benefits of e-governance application as such the government of these nations now adopt e-governance in administration with the objective of increasing efficiency, enhancing transparency, and facilitating the reforms of public service. Kama and Ongo'ndo (2007) are of the view that the most beneficial prospects of e-governance in countries who are undergoing development processes are; better level of efficiency, government roles in the society will be more transparent, accountability on the part of public office holders, access to government services

will be faster and easy, democracy will be people-centred, and administrative services will be at a minimal rate. According to them, the proposed benefits can only be achieved if the following are put in place:

- Government should create a conducive atmosphere where the citizens can have an easy access to the government via electronic means of communication. This will promote a two-way flow of information and public service efficiency.
- Capable institutions should be established to curb corruption at all levels of government. The institutions should also have a primary responsibility of promoting accountability among public office holders.
- The principle of the rule of law should be respected irrespective of status, age, qualification or gender. As such, each individual should be given an equal opportunity to obtain information when the need arises.
- Bureaucratic bottle-neck should be reduced to a minimal level and there should be inter-departmental exchange of information, while related services should be merged so as to reduce costs, time, space, and man power.

Kitaw (2006) pointed out that African countries came to an agreement that an important innovation for enhancing good governance and strengthening democracy is through adopting e-governance in its administrative processes. According to Adeyemo (2013), electronic-governance enables government departments to network and incorporate their services through ICT and consequently improving service delivery which will enhance the relationship between the government and the public. Muhammed et al (2010) are of the view that the continuous presence of political instability which has bedevilled the country could be curbed with the help of e-governance. Nigeria's culture, transparency and accountability status can be improved if e-governance is properly implemented. In addition, the adoption of electronic systems in all sphere of administration would reduce the heavy need of man power. Nigeria, like other countries in the Sub Saharan region are experiencing certain setback in their course of introducing e-governance model in the governing process. Karma and Ongo'ndo (2007), maintain that there are various reasons which hinders the growth of e-governance in developing countries. They include:

- A certain degree of unwillingness on the part of the government to share vital information to the public. This has consequently resulted in the implementation of policies that are not advantageous to the masses and the establishment of government websites with little or no information.

- Information and Communication Literacy rate is at a very minimal level. Thus, it is quite difficult to have access and manipulate through government websites to obtain information.
- There is an unequal dispersion of internet services/facilities, a relatively exorbitant cost of connecting to the internet and in some cases, the speed connectivity to the internet is quite slow because of low penetration rate.

Olufemi (2012) is of the view one of the major setbacks in e-governance implementation is the absence of team work among government agencies. According to him, every ministry has its own web page but there is no inter-connection or linkage between them, therefore the system is not interactive. Despite these challenges, government are still putting various strategies in place to foster the growth of e-governance in the nation.

CONCLUSION

The main objective of e-governance which revolves around the utilization of information and communication technology to disseminate information from one sector to another is being projected by various nations in the global community. Records shows that there are disparities in the implementation process of e-governance in various nations. These differences are identified based on the analysis of the three parameters of measuring the level of preparedness of nations in utilizing e-governance services. These indices includes; online service delivery, telecommunication infrastructure, and human capital development.

Global assessment therefore shows that despite the growth of ICT in Nigeria, there are still certain challenges which has hindered the development of e-governance status to an international standard. The major setback which is experienced in the process of implementing e-governance in Nigeria is the fact that the primary objective of making it citizen-centred approach usually becomes a displaced priority. Thus e-governance is meant to reach its intended objective of providing internet services to every individual, as such, there is should be an atom of equality in the distribution process of internet services and facilities. The establishment of e-governance global survey has therefore created an avenue where various governments in the global community can access and ascertain their status and level of preparedness in the provision of ICT services in governing process. Thus the global surveys made by international community clearly reveals the fact that the status and nature of Nigeria's e-governance is at the rudimentary stage.

WAY FORWARD

Nigeria and other Sub Saharan African Countries should bear in mind that variations will always exist in the methodologies adopted by the international community to assess the state of preparedness among nations. This is because as the society changes, new technological innovations are also identified. Thus, nations should strive to keep abreast of new innovations in the international community so as to meet up with standards.

There should be effective implementation of ICT at all levels of education in both urban and rural areas. This should be followed up by setting up a special monitoring and evaluation unit with a feedback mechanism to ensure that policies concerning the provision of ICT infrastructures are effectively implemented.

As part of a new culture in our public service life, government should put in place an enabling environment where maintenance culture will be an accepted ethic or norm in public life. This should be achieved through making available to every departments or institutions the required funds and infrastructures for maintenance purposes.

International reports shows that Sub Saharan Africa is the most unequal region in the world, thus in order to improve their human development index, the government should enhance the principle of the rule of law which promotes equality before the law. Thus every individual should be treated equally and given fair hearing irrespective of age, gender, status, religion or educational qualification.

Finally, development at the grass root level should be greatly enhanced as this can create avenues of establishing programmes that can aid in alleviating if not totally eradicating poverty in the system. Development should not be situated in the centre, the periphery should also be attended to since this are the places where low income people are situated.

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